

# INSTALLATION VISION 2010, APRIL 1998

## Proponent

The proponent for this document is the Assistant Chief of Staff for Installation Management.

## Web Site Location

This document may be accessed at <http://www.hqda.army.mil/acsimweb/ops/install.htm>.

## Definition

*Army Chief of Staff's direction - "Army Vision 2010 captures the essence of the need for balance between dominant maneuver and precision strike and helps set our azimuth for the 21st century."*

*Government Performance Results Act (GPRA) - The Government Performance and Results Act (GPRA), Public Law 103-62, requires all federal agencies to develop strategic plans, annual performance plans with goals and measures linked to their strategic plans, and annual assessments of their performance against the goals, starting September 1997.*

## Synopsis

Army Vision 2010 (AV 2010) is the blueprint for the Army's contributions to the operational concepts identified in Joint Vision 2010. It is a conceptual template for how the Army will channel the vitality and innovation of its soldiers and civilians and leverage technological opportunities to achieve improved effectiveness. Installation Vision 2010 is an integral component of that template. Installation 2010 defines tenets, goals, and strategies as they cascade from a model based on the Government Performance and Results Act. The process results in the Installation Management Action Plan. The vision focuses on how to better meet the demands of the next millennium. Installation Vision 2010 complements the Army's vision of Army XXI by defining Installation XXI. It develops the concepts and methodologies to improve installation capabilities and define future operational concepts, infrastructure, and technologies to satisfy future demands.

The document describes how the increased cost of doing business, availability of like services in nearby communities, and the ever changing expectations of soldiers require a critical analysis of services. Questions raised include: what services will continue to be provided, which ones will be divested, and which ones will be competitively contracted or consolidated, and how will retained services be funded and supported.

The installation support system must transition to meet the increased demands of today's Army while accommodating the realities of a smaller force operating with constrained resources.

Installation Vision 2010 proposes five tenets--maintain readiness, provide power projection, maintain quality of life, sustain the environment, and operate efficiently. These tenets define the major thrusts for Installation XXI and Installation After Next.

An enabler for the five tenets is information dominance. Installation XXI must be equipped with the latest information technology, allowing it to operate efficiently and interface in real-time with its customers worldwide. The contributions by the civilian workforce are essential to the success of Installation XXI.



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Installation XXI supports:

- ◆ maintaining readiness will remain the Army's number one priority;
- ◆ power projection by continuing the fundamental responsibility to raise, train, and equip a force capable of meeting the Nation's needs;
- ◆ quality of life issues that address the ever-changing expectations in three areas: how soldiers and their families live; where soldiers and their families live; and where soldiers and civilians work;
- ◆ sustaining and conserving the Nation's resources for future generations is an integral part of the Army's mission; and
- ◆ creating and taking advantage of efficiencies call for a well-executed customer-centered approach to continuous improvement.

The intent of Installation Vision 2010 is that military installations, training centers, and depots become as lean, focused, efficient, and responsive as the best warfighting units, and the best American communities. It describes how further infrastructure reductions, streamlining operations, mission alignment, greater reliance on commercial practices, and competitive sourcing and privatization of non-core competencies must continue.

Installation Vision 2010 requires a cascaded approach to achieve its final objectives. For the five tenets there are eight goals , and for each goal, strategies to achieve the goal. The goals and strategies for each tenet are listed in the table below.

Tenets	Goals	Strategies
Maintain Readiness	1. Human Resources - transform installation management human resource programs	Develop installation management human resources – implement a human resources program that encompasses the civilian workforce at all command levels
	2. Investment Plan – resource and implement investment plans for enduring 21 <sup>st</sup> Century installations to revitalize or replace essential infrastructure and adequately support services	Resource installation services Base Operations Support and Real Property Maintenance – vision calls for fair share payment, reimbursable cost sharing, fee for goods, and other process to earn dollars
Provide Power Projection	3. Power Projection – Enable installations to meet the power projection mission	Support strategic mobility program – modernize and enhance logistical, operational, and support facilities to create power projection platforms  Support information dominance programs – integrate Installation XXI into the technological future of communications. Installation

		commander requirements differ only slightly from field commanders
Maintain Quality of Life	<p>4. Quality of Life – Provide a suitable level of quality of life at a reasonable cost</p>	<p>Support essential Total Army quality of life initiatives – promotes family qualities to include partnership, wellness, sense of community, and self reliance</p> <p>Maintain quality morale, welfare, and recreation programs – customer driven programs that provide integrated educational, preventive, and support services that directly affect soldier readiness and foster self-reliance</p> <p>Improve single soldier housing – quality barracks provide a safe, clean living environment for the Army's most valuable asset—its soldiers</p>
Sustain the Environment	<p>5. Environmental Stewardship – Integrate environmental values into Army missions and implement cost-effective stewardship to sustain the environment</p>	<p>Attain and sustain cost-effective compliance with all applicable Federal and state regulations – foster good community relations and avoid unnecessary expenses from fines and penalties</p> <p>Manage natural and cultural resources to ensure continued availability of Army lands – promotes sound rationale for sustained use of lands for mission training, quality of life activities, and recreation</p> <p>Focus funding for pollution prevention on high return projects to reduce future compliance costs – integrate pollution prevention into everyday business</p> <p>Clean up past contamination on Army lands to protect human health and the environment – using risk based, most economical remedy for clean-up projects</p>
Operate Efficiently	<p>6. Installation-Level Business Processes – Institute installation</p>	Privatize or transition to business all Army Family Housing opera-

	<p>level smart business processes to mitigate resource constraints, improve customer service, and to reduce the cost of operating installations</p>	<p>tions and management – private developers in the U.S. and an overseas non-appropriated funded housing authority will own and operate the Army Family Housing of Installation XXI</p> <p>Reduce energy usage – Improve facilities and equipment, and eliminate waste</p> <p>Privatize utilities – privatize natural gas, waste, and water systems</p> <p>Reduce lease space – move activities, when economically and operationally sound, to military installations</p> <p>Reduce Installation “footprint” to save resources – consolidate activities on installations and dispose of unneeded facilities to reduce the amount of excess space to no more than 15% of assets on hand, supported by Army appropriated funds</p> <p>Improve efficiency of installation support services through commercial activities cost competition studies – blend of government employees and contract personnel delivering services in a highly efficient manner</p>
	<p>7. Community Integration – Partner with local communities to enhance installation operations</p>	<p>Emphasize partnership with local communities – fully integrate its community services with surrounding communities each sharing in the use of the other’s assets</p>
	<p>8. Resource Management – Provide commanders the management information necessary to determine priorities</p>	<p>Implement Installation Status Report and Standard Service Costing Army wide – The Installation Status Report Part I, II, and III, and the Standard Service Costing support evaluation of training, mobilization, and quality of life collectively as key facets of readiness (objective statement as to readiness and ability to accom-</p>

		plish mission)
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The Installation After Next will be structured and operated in such a manner as to effectively and efficiently raise, train, equip, deploy, sustain, and recover the force. Like the warfighting units, the installations and garrisons must be the most technologically and structurally advanced that our resources will allow. While they will all not be organized and structured the same, they will have developed and implemented structures, practices, and procedures that best support its core mission. While installation change is neither simple nor just a consolidation initiative, installations and garrisons must change in concert with Army After Next.

## What Does This Mean for Military Public Health?

- ◆ Preventive Medicine is a comprehensive program at Army Installations that supports the Garrison Commander in fulfilling his role as a force integrator and in developing a well tuned and motivated fighting force. An increasing emphasis on the identification and resolution of preventable health problems and health promotion assists commanders to meet readiness responsibilities, target limited resources at the most cost effective health care solutions, and improve community health. This support is provided during predeployment, mobilization, deployment, redeployment, and demobilization functions at the installations. Support involves assistance in medical surveillance, health promotion and wellness, disease and climatic injury prevention and control, occupational health, industrial hygiene, community and family health, radiation protection, pest and disease vector prevention and control, environmental health, sanitation, drinking water quality, field preventive medicine, contract review, and design review. This support is provided by the preventive medicine service at the medical activity or medical center on the installation.
- ◆ Preventive Medicine is an integral part of soldier and installation readiness. Through health promotion and wellness soldiers and their families are taught how to maintain fitness, manage stress and promote a healthy lifestyle. Through environmental health soldiers are taught how to address combat environmental health issues during training exercises. Through occupational health managing worksite hazards protects workers. These efforts lead to units and individuals being fully prepared to support any contingency operations involving the installation.
- ◆ Preventive Medicine personnel assist the Garrison Commander in executing preventive medicine force projection tasks relating to arsenals, depots, laboratories, or designated contingency platforms (support bases). Full and effective implementation of preventive medicine programs can ensure an optimum manning of warfighting units, reduce the workload on the health service system, and act as an effective combat multiplier. Preventive Medicine support can assist with the both the active and reserve components at the installation. Selected examples of preventive medicine support to assist the Garrison Commander for crisis management phases are listed in the attached chart.

The following are themes common to other planning documents on our list:

- ◆ demonstrate the effectiveness of environmental health, occupational health and health promotion in minimizing risk and optimizing readiness, fitness, and health. We can do this by:
  - ⇒ integrating preventive medicine functional areas into managed care;
  - ⇒ marketing the capabilities of our matrixed team of experts to military audiences;
  - ⇒ shifting the focus from managing care to managing health;
  - ⇒ determining cost avoidance and cost-effectiveness of preventive medicine and health promotion programs;
  - ⇒ establishing priorities for preventive medicine products and services; and

- ⇒ developing performance measures for levels of preventive medicine and health promotion organizations for evaluating success and reporting these performance measures.
- ◆ integrate comprehensive, population-based functional and surveillance medical information systems such as: DMSS, DOHRS, DVIS, DEESS, HHA, MIDI, etc.; and
- ◆ optimize the use of technology to obtain, evaluate, and disseminate this integrated health information to commanders, policy makers and individuals who can act to influence health and prevent diseases and injuries in a near real time mode.

Selected Health Promotion & Preventive Medicine Support Tasks Across the Continuum for TDA/TOE Units at Installations				
Predeployment	Mobilization	Deployment	Redeployment	Demobilization
Medical Surveillance	Medical Surveillance	Medical Surveillance	Medical Surveillance	Medical Surveillance
Community & Family Health Assistance	Community & Family Health Assistance	Community & Family Health Assistance	Community & Family Health Assistance	Community & Family Health Assistance
Personal Health Risk Appraisals	Immunizations	Deployment Processing Support	TDA/TOE Food Sanitation Surveys	Disease Surveillance
TDA/TOE Waste water & Waste Disposal Surveys	Chemoprophylaxis	TOE Water Production and Storage Equipment Inspections	TDA/TOE Equipment & Facilities Sanitation Assessments	TOE Water Production and Storage Equipment Inspections
Field Preventive Medicine Training & Education for TOE Units	Field Preventive Medicine Training & Education for TOE Units	Augment or backfill for deployed PM Staff	Disease Surveillance	Chemoprophylaxis
TDA/TOE Equipment & Facilities Sanitation Assessments	Physical Fitness Testing	Sanitation/Hygiene Support: Departure Airfield Groups/ Marshaling Areas	Family Assistance Support	Develop Preventive Medicine Lessons Learned
TDA/TOE Air/Water Quality Surveys	Medical Threat Briefings	Disease Surveillance		Physical Exams
Nutrition Education	Dental Exams	TOE Food Inspections		Dental Exams
Soldier Fitness Training & Education	Heat & Cold Injury Prevention Education	Family Assistance Support		Medical Threat Debriefings
TDA/TOE Worker Protection Surveys				Medical Examinations
Medical Threat Briefings				Epidemiology Evaluations
TDA/TOE Food Sanitation Surveys				Family Assistance Support
TDA/TOE Pest & Disease Vector Control Surveys				TDA/TOE Food Sanitation Surveys
Hearing & Vision Screening				TDA/TOE Food Inspections
Family Assistance Support				
Medical Examinations				

**Selected Health Promotion & Preventive Medicine Support Tasks  
Across the Continuum for TDA/TOE Units at Installations**

Note: Tasks listed in one phase are not necessarily a precursor task for the next phase.



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